

MENTAL HEALTH CENTER
Minutes of the Board of Directors' Meeting
Friday, December 11, 2015

The regular meeting of the Governing Board of Directors of the Mental Health Center was called to order at 9:00 a.m. at the Billings Mental Health Center Administration Building, 2501 4th Ave. N., by Bill Kennedy (Yellowstone County). Other Board members present were: Carl Seilstad (Fergus County) Vice Chair, Jo Shipman (Member at Large), George Real Bird (Big Horn County), John Grewell (Carbon County), Bob Lehfeltdt (Golden Valley County), Jim Moore (Judith Basin County), Bryan Adolph (Musselshell County), Chris King (Petroleum County), Gerald Dell (Stillwater County), Susan Mosness (Sweet Grass County) Tom Bennett (Wheatland County), Dee Holley (Family Advocate), Carla Cobb (Member at Large). Staff members present were: Barb Mettler, Executive Director; Jennifer Donovan, Human Resource Director; Carl Eby, Associate Director; Cory Berry, Finance Director; Kitti Hicks-Strong, Support Team Coordinator.

The meeting was called to order at 9:00 a.m. by Bill Kennedy. The board introduced themselves to Carla Cobb, the new board member.

The agenda for the October 30, 2015 meeting was approved unanimously. Tom Bennett moved; Bob Lehfeltdt seconded.

The Minutes for the October 30, 2015 meeting were amended to list Jo Shipman as a member on the Bi-Law committee. The amended minutes were approved unanimously. Jo Shipman moved; Susan Mosness seconded.

Corporate Resolution; To give Barb Mettler authority to authorize the sale of Mental Health Center property located on 708 N.31st, Billings, MT as moved by John Grewell and seconded by Gerald Dell. Discussion was held and the Corporate Resolution passed unanimously.

Cory Berry handed out a copy of the power point presentation to each board member. Cory explained that currently the revenue is less than the expense. One problem is that we receive payment each quarter, he would like to even the payments out so we have a steady stream of income. Satellite offices were discussed. Cory felt we needed to have consistent programs in each satellite office. Discussion was held on the best way to recruit in the satellite offices as it is expensive to have counselors travel from Billings. The vehicles the Mental Health Center owns will need to be replaced in the near future so Cory felt we should plan for that upcoming expense. Leasing vehicles versus purchasing was discussed as well as working with a car lot to get a fleet discount. Advertising – Cory felt we would get more coverage if we used the internet instead of the radio. The Mental Health Center properties were discussed. We will be selling the co-op property located at 708 N. 31st. The lease for New View was discussed. Currently we are trying to sub-lease the property. Cory Berry felt it is important to have a timeline for New View. Bill Kennedy asked Cory to bring information on New View for our next meeting. Discussion was held on running an EAP program out of New View. Bill Kennedy asked County Commissions to bring contracts from their county for EAP programs so we could get some ideas. The therapist at New View may be interested in doing contract work for the Mental Health Center. It was decided to sub-lease the property if we get an offer to do that. Cory started the power point presentation with the Satellite offices. Lewistown – currently the office is down to one mental health therapist, one chemical dependency therapist, and one case manager. The chemical dependency program generates a larger net income then the mental health department. Roundup – there is expense due to the therapist traveling from Billings. Columbus – until the therapist is fully licensed this office will continue to lose money. Big Timber – The mental health therapist is only there one day a week so the chemical dependency department brings in the majority of the revenue. The referrals have been a positive change at this location. Red Lodge – the mental health therapist has just recently received her license. The chemical dependency therapist travels one or two days a week from Billings. It would be more cost effective to purchase a car for the chemical dependency department to travel to Red Lodge. Hardin – the chemical dependency program at this location is very successful. Billings departments were discussed. Chemical Dependency program – July revenue was down due to having three payrolls in July. Group Home – this program draws a lot of administrative expenses and has the potential to grow. Rainbow House – it is difficult to scale this program. The manager keeps the program running very well. The building is only used for half a day and Dee wondered if we could use the building for other programs in the afternoon. HUB – this program is the “face” of the Mental Health Center and near and dear to many donor’s hearts. The case management work that is done there should generate more referrals to other programs in Billings. Case Management – this program is doing much better this year. Discussion was held on changing Targeted Case Management’s name to sound more inviting to the

public. PATH – funding for this program is an issues as the State is very slow with issuing payment. Bill felt it would be a good idea to write a letter to DPHHS asking for the option to be able to bill monthly. PACT – This program is doing very well. We will increase the clients in the program from 90 to 120. Outpatient – We need to grow demand for this department. It was felt we need hire more therapists. We may need to look at a pay increase to be able to retain therapists. Developing retention programs for newly licensed therapists was also discussed. Psychiatric – Cash flow is looking better as the transcription is getting caught up. We will be losing a doctor in February so we need to add more income producing staff to this department. Recruiting could be difficult, we may need to use an agency. Administration – with only two employees in this department it would be difficult to reduce the costs. Human Resource – two employees – the bulk of the expense is salary and training. Accounting – Salaries make up 80% of the expense. Data Processing – the computer system makes up 72% of the expense. Support Services – the electronic medical records system should help keep expenses down in this department. Maintenance – we are down to one employee. We may need to contract more services next summer. Currently we spend \$4,300 per month in Billings for janitorial services – it may be cheaper to hire an employee to do those services. Fundraising – we are behind in this department. We have put together a committee to plan events. Management proposed changes – require quarterly performance reviews. Find ways to gain public recognition. Dee Holley wondered what thoughts are on rebranding. Cory will research rebranding in-house versus hiring a company to rebrand. Dee suggested form a sub-committee to research rebranding. Discussion was held on our previous contract with the jail. It could be beneficial to develop a partnership with the jail in Billings. It was decided to meet with the County Attorney's office to discuss working with the jail. A partnership with Rocky Mountain Tribal Leader's Counsel could be very beneficial for us as well. Carla Cobb stated our biggest needs at this time are hiring a psychiatrist and recruiting/retaining top notch clinicians. Jim Moore asked what we needed to do to grow our business. Cory said we need to add more producing employees. In previous years our Outpatient department had 10 clinicians currently we have 4.5. Tom Bennett asked Carl Eby how many clinicians we need for the Outpatient department. Carl Eby felt one or two for now. One full-time clinician to be available to see clients the same day they enroll. Gerald Dell was concerned with how to pay for a new hire. Cory felt a newly hired clinician would begin generating income within a month. It was felt with a monetary incentive our revenue would grow. John Grewell felt we should have a business plan in place before we hire. Productivity standards for the clinical staff were discussed. Cory stated that Management Team would like to implement an incentive program. The program would have four levels: minimum standard, bronze, silver, and gold. The incentive program would help with cash flow, the extra income would be billed out monthly but the incentives would be paid out quarterly. Discussion was held on productivity and the incentive program.

Motion: Chris King moved that the Board of Directors support Management Team's decision to move forward with and incentive program for revenue generating positions at the Mental Health Center. Susan Mosness seconded. The motion passed unanimously.

Dr. Whitworth attended part of the meeting and discussed the no-show rate in the medical department and the electronic medical records system. Recruiting for a psychiatrist was discussed and it was felt it would be a long process.

Motion: Chris King moved to give Barb Mettler authority to work with an outside agency (headhunter) to recruit for a psychiatrist and to work with Billings Clinic if they are able to help with that process. Carl Seilstad seconded. Jo Shipman abstained. Discussion was held. Carla Cobb felt it could take a couple years to fill that position so we should have an alternate plan in place. The motion passed.

Barb Mettler felt it would be in our best interest to become affiliated with some other agency. The Billings Clinic would be a great partner as that facility is a private facility that doesn't rely on grants for funding.

Motion: Jo Shipman moved to give Bill Kennedy and Barb Mettler permission to meet with Nick Walter at Billings Clinic to discuss a business plan to work together. Carl Seilstad seconded. Discussion was held. Bryan Adolph called the questions. The motion passed unanimously.

Barb Mettler felt we should work toward getting on the November ballot.

Motion: Gerald Dell moved to give Barb Mettler authority to write a letter to the County Commissioners to put a mill levy on the November ballot for mental health services at the Mental Health Center. Carla Cobb seconded. Discussion was held on how to fund the campaign. We could ask St. Vincent, Billings Clinic, and the Crisis Center for help and support to fund the campaign. The motion passed unanimously.

Barb Mettler said we need to re-bid the VA contract. It is due after Christmas. Dee Holley thanked all board members who have donated to the Mental Health Center.

Set next meeting date: The next meeting will be Friday January 22, 2016 at 11:00 a.m. The Finance Committee will meet at 10:00 a.m.

Adjournment: There being no further business, Bill Kennedy, Board Chair, adjourned the Governing Board meeting at 3:10 p.m.

Submitted by:
Kitti Hicks-Strong, Clinical Support Coordinator

Jo Shipman, Governing Board Secretary